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CENTRAL INTELLIGENCE AGENCY

## REPORT

# INFORMATION REPORT

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**COUNTRY** East Germany

DATE DISTR. 13 April 1955

**SUBJECT** Increase of Work Norms in the Ministry of Heavy Industry

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SUPPLEMENT TO  
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was attributed to Walter Ulbricht's speech at the 21st Plenum of the Central Committee of the SED and the legal groundwork, according to the instructions, contained in Gesetzsblatt No. 64 of 20 May, 1952.

2. The Ministry's program specifically ordered officials to make no mention of "increase in norms" as such until after their workers had been well indoctrinated on the subjects of "increasing labor productivity", "increasing profitability of operations" and "improvement of living standards". The program was to be carried out slowly, concentrating first on the most amenable sections of the various establishments and only then spreading out to other branches.

3. The Head of the Labor Department and the Work Norm Formulators of the Main Administrations, working in close cooperation with the Main Administration Heads, were charged with implementing the instructions.

4. Implementation proceeds in the following manner:

Areas where work norms are already being overful-  
are to be selected as starting points and all measures first co

ical step of presenting the measures to the mass of the  
undertaken only after the Party members among the workers  
carefully indoctrinated on the program. Workers' discussions are  
conducted without reference to norm increases but rather with  
the technological and organizational aspects of increasing 25X1

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c) Norms in the plant must be set in a manner which is convincing from the workers' point of view - and not have the appearance of being arbitrarily decided by the management. Any widespread wave of norm increases at the time of collective agreements (Betriebskollektive) must be avoided; rather, single norms must be slowly and systematically expanded.

#### 5. Specifically, each Main Administration

a) Select and report its target area to the Central Labor Department by 20 September 1954. The date for the establishment of its stakhanov brigade must be reported at that time. Work leaders concerned must be personally instructed by the Head of the Main Administration.

b) The brigade will include the Head of the Labor Department, the Main Administration Work Norm Formulator and, ideally, a qualified work norm formulator from another establishment with similar conditions. Before any work is begun, close liaison with the plant and local Party organisations, as well as with the trade unions is to be established.

c) Political and economic aspects of the plant department concerned are to be minutely analysed before any public discussions occur. The so-called "progressive" workers (i.e. SED members) will be carefully briefed beforehand on the line and aims of the "Production Consultations".

d) Profitability (Rentabilität), not norm increases, is to be discussed in the "consultations". Technological improvements, work organisation and decrease in time losses, etc., are the aims. Only after these aims are well established is the question of changes in work norms to be approached.

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1. On 17 December 1954, the East German Ministry for Heavy Industry issued confidential instructions to its officials to begin preparations for increasing the work norms in establishments under the Ministry. Impetus for the move was attributed to Walter Ulbricht's speech at the 21st Plenum of the Central Committee of the SED and the legal groundwork, according to the instructions, contained in Gesetzblatt No. 64 of 20 May, 1952.

2. The Ministry's program specifically ordered officials to make no mention of "increase in norms" as such until after their workers had been well indoctrinated on the subjects of "increasing labor productivity", "increasing profitability of operations" and "improvement of living standards". The program was to be carried out slowly, concentrating first on the most amenable sections of the various establishments and only then spreading out to other branches.

3. The head of the Labor Department and the work norm formulators of the Main Administrations, working in close cooperation with the Main Administration heads, were charged with implementing the instructions.

4. Implementation is to proceed in the following manner:

a) As of 20 December 1954 each Main Administration is to determine which concern is to serve as example and be minutely studied as to its political complexion. Areas where work norms are already being overfulfilled are to be selected as starting points, and all measures first coordinated with the Party secretaries and trade union chairmen in the affected areas.

b) The critical step of presenting the measures to the mass of the workers is to be undertaken only after the Party members among the workers have first been carefully indoctrinated on the program. Workers' discussions are to be conducted without reference to norm increases but rather with emphasis on the technological and organizational aspects of increasing productivity.

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c) Norms in the plants are to be set in a manner which will appear convincing from the workers' standpoint - and not have the semblance of being arbitrarily decided by the plant management. Any widespread wave of norm increases at the time the plant collective agreements (Betriebskollektivverträge) are drawn up are to be avoided; rather, examples are to be introduced and then slowly and systematically expanded.

5. Specifically, each Main Administration will proceed as follows:

a) Select and report its target area to the Central Labor Department by 20 December 1954. The date for the establishment of its stakhanovite brigade will also be reported at that time. Work leaders concerned will be personally instructed by the head of the Main Administration.

b) The brigade will include the head of the Labor Department, the Main Administration Work Norm Formulator and, ideally, a qualified work norm formulator from another establishment. Before any work is begun, close liaison with the plant and local Party organizations, as well as with the trade unions is to be established.

c) Political and economic aspects of the plant department concern are to be minutely analysed before any public discussions occur. The so-called "progressive" workers (i.e. SED members) will be carefully briefed beforehand on the line and aims of the "Production Consultations".

d) Profitability (Rentabilität), not norm increases, is to be discussed in the "consultations". Technological improvements, work organization and decrease in time losses, etc., are the aims. Only after these aims are well established is the question of changes in work norms to be approached.